

SEVENTH ANNUAL CONVENTION—CHICAGO, ILLINOIS,
—JUNE 3rd, 4th, 5th, 6th

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The
NATIONAL ASSOCIATION
of CORPORATION SCHOOLS
BULLETIN

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\$2.00 For a Year

Volume VI

April, 1919

**Employees' Representation Plan of
the Western Union Company**

One of the employe relations plans which has attracted considerable attention and discussion is that adopted by the Western Union Telegraph Company in co-operation with its employes. The BULLETIN is not advised as to just what effect the taking over of this company by the Government for the war period has had upon the plan, but when adopted there was enthusiasm and confidence on the part of the stockholders, the officials and the employes. The plan was adopted in July, 1918. It is intended to prevent lockouts and strikes, but to permit collective bargaining. Where satisfactory adjustments cannot be reached by the company officials and the representatives of the employes, arbitration is to be employed.

**PUBLISHED BY ORDER OF THE
EXECUTIVE COMMITTEE**

The National Association of Corporation Schools

Headquarters, 130 East 15th Street, New York City

Objects

Corporations are realizing more and more the importance of education in the efficient management of their business. The Company school has been sufficiently tried out as a method of increasing efficiency to warrant its continuance as an industrial factor.

The National Association of Corporation Schools aims to render new corporation schools successful from the start by warning them against the pitfalls into which others have fallen and to provide a forum where corporation school officers may interchange experience. The control is vested entirely in the member corporations, thus admitting only so much of theory and extraneous activities as the corporations themselves feel will be beneficial and will return dividends on their investment in time and membership fees.

A central office is maintained where information is gathered, arranged and classified regarding every phase of industrial education. This is available to all corporations, companies, firms or individuals who now maintain or desire to institute educational courses upon becoming members of the Association.

Functions

The functions of the Association are threefold: to develop the efficiency of the individual employee; to increase efficiency in industry; to have the courses in established educational institutions modified to meet more fully the needs of industry.

Membership

From the Constitution—Article III.

SECTION 1.—Members shall be divided into three classes: Class A (Company Members), Class B (Members), Class C (Associate Members).

SECTION 2.—Class A members shall be commercial, industrial, transportation or governmental organizations, whether under corporation, firm or individual ownership, which now are or may be interested in the education of their employees. They shall be entitled, through their properly accredited representatives, to attend all meetings of the Association, to vote and to hold office.

SECTION 3.—Class B members shall be officers, managers or instructors of schools conducted by corporations that are Class A members. They shall be entitled to hold office and attend all general meetings of the Association.

SECTION 4.—Class C members shall be those not eligible for membership in Class A or Class B who are in sympathy with the objects of the Association.

Dues

From the Constitution—Article VII.

SECTION 1.—The annual dues of Class A members shall be \$100.00.

SECTION 2.—The annual dues of Class B members shall be \$5.00 and the annual dues of Class C members shall be \$10.00.

SECTION 3.—All dues shall be payable in advance and shall cover the calendar year. New Class A members joining between January 1st and April 1st shall pay first year's dues of \$100.00; those joining between April 1st and July 1st shall pay nine months' dues or \$75.00; those joining between July 1st and October 1st shall pay six months' dues or \$50.00; those joining between October 1st and December 31st shall pay three months' dues or \$25.00, but for subsequent years shall pay full dues of \$100.00. Any members in arrears for three months shall be dropped by the Executive Committee unless in its judgment sufficient reasons shall exist for continuing members on the roll.

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The National Association of Corporation Schools B U L L E T I N

Published Monthly by

THE NATIONAL ASSOCIATION OF CORPORATION SCHOOLS

130 E. 15th Street, New York City

Edited by F. C. Henderschott, Executive Secretary

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Volume VI

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No. 4

BROAD KNOWLEDGE REQUIRED BY THE MODERN FARMER

The extensive introduction of machinery in agricultural pursuits will undoubtedly make it necessary to revise the courses in agricultural colleges, public schools in agricultural districts, and other educational institutions where agricultural topics are taught.

The horse is rapidly losing ground, and its place is being taken by the tractor and other forms of machinery.

In the future it will be necessary for the successful farmer to understand not only crop rotations, soil physics, selection of seeds, selection and breeding of stock, and similar factors in agricultural life, but it will likewise be necessary to have a thorough knowledge of machinery, especially that which is propelled by power. The automobile and the auto truck have also of recent years become important factors in farm life.

The farmer's boy, who after completing his elementary education turns to the agricultural college or school as the best method of gaining higher education and training which can be applied directly in agriculture, will have as pressing a need for scientific knowledge and mechanical skill as has heretofore been thought applied wholly to engineering and similar pursuits.

The farmer of the future, to be successful, will not only require a wide knowledge of soil, seeds, fertilizers, and domestic animals, but an equally extensive knowledge of machinery and scientific methods.

A PROMISING DEVELOPMENT AT LINCOLN, NEB.

The Federation of Nebraska Retailers at Lincoln have asked the Regents of the University of Nebraska to maintain a College of Commerce.

It was felt by the merchants that a course in commerce was becoming more and more essential to the proper training of business men in the State.

Here is a development that promises much. Why should not the industries which indirectly support all of our educational institutions indicate to those institutions how best they can render helpful service? For example, why should not the rubber interests of Akron ask the University of Akron to put on courses that will best serve the rubber industries, or the automobile industries of Detroit ask the educational institutions of that community to make every effort to give courses that would be helpful to the automobile interests? It is not because the educational institutions have held back, but rather because the industries have not taken the lead and indicated their needs and how the educational institutions could best cooperate.

THE WORKERS' REPRESENTATION IN INDUSTRIAL MANAGEMENT

Mr. John D. Rockefeller, Jr., in his address before the Chamber of Commerce of the United States on "Representation in Industry," after setting forth the rights of capital and the rights of labor and the necessity for cooperation between capital and labor, in order that the highest purposes of industry may be realized, reverted to the investigations in England designed to perfect a more complete program of representation and cooperation on the part of capital and labor in that country. The result of the investigations in England is commonly known as the Whitley Report made by the Reconstruction Committee, now the Ministry of Reconstruction, of which Committee Mr. Whitley was Chairman. Mr. Rockefeller, in his address, said:

"To a single outstanding feature the Whitley Report owes its distinction. It applies to the whole of industry the principle of representative government. In brief, its recommendations are that in the various industries and trades there should be formed joint industrial councils—national, district and "works." Labor and Capital are to be equally represented in each, and the councils presided over by impartial or neutral officers. These recom-

mendations are of additional interest and value in that at once the existing forms of organization, both of Labor and Capital, are availed of and made the basis for the new cooperative councils, with such additions only as may be necessary.

"Another investigation and report was made by a Commission on Industrial Unrest, appointed by the Prime Minister. This Commission made, among others, the following interesting recommendations:

1. That the principle of the Whitley Report as regards industrial councils be adopted.
2. That each trade should have a constitution.
3. That Labor should take part in the affairs of industry as partners rather than as employees in the narrow sense of the term.
4. That closer contact should be set up between employers and employed.

"The third report was prepared by the Ministry of Labor. This report deals with the constitution and operation of works committees in a number of industries. It is a valuable treatise on the objects, functions and methods of procedure of joint committees.

"These reports, together with a report on reconstruction made by the British Labor Party, outlining its reconstruction program—a most comprehensive and thoughtful document—indicate something of the extent and variety of the study which has been given to the great problem of industrial reconstruction in England.

"All point toward the need of more adequate representation of Labor in the conduct of industry and the importance of closer relations between Labor and Capital."

After analyzing carefully the various reports cited, Mr. Rockefeller summarized the outstanding features of this plan of industrial representation as follows:

"Representatives chosen by the employees in proportion to their number, from their fellow workers in each plant, form the basis of the plan.

"Joint committees, composed of equal numbers of employees or their representatives and of officers of the company are found in each plant or district.

"These committees deal with all matters pertaining to employment, and working and living conditions, including questions of cooperation and conciliation, safety and accident, sanitation, health and housing, recreation and education.

"Joint conferences of representatives of employees and offi-

cers of the company are held in the various districts several times each year.

"There is also an annual joint conference, at which reports from all districts are received and considered.

"Another important feature of the plan is an officer known as the President's Industrial Representative, whose duty it is to visit the plants currently and confer with the employees' representatives, as well as to be available always for conference at the request of the representatives.

"Thus the employees, through their representatives chosen from among themselves, are in constant touch and conference with the management and representatives of the stockholders in regard to matters pertaining to their common interest.

"The employees' right of appeal is a third outstanding feature of the plan. Any employe with a grievance, real or imaginary, may go with it at once to his representatives.

"The representatives not infrequently find there is no ground for the grievance and are able so to convince the employe.

"But if a grievance does exist, or dissatisfaction on the part of the employe continues, the matter is carried to the local boss, foreman or superintendent, with whom in the majority of cases it is amicably and satisfactorily settled.

"Further appeal is open to the aggrieved employe, either in person or through his representatives, to the higher officers and to the president.

"If satisfaction is not to be had from the company, the court of last appeal may be the Industrial Commission of the State, the State Labor Board, or a committee of arbitration.

"Experience shows that the vast majority of difficulties which occur in an industry arise between the workmen and the subordinate officers who are in daily contact with them. Petty officials are sometimes arbitrary, and it is by their attitude and action that the higher officers and the stockholders are judged.

"Obviously the right of appeal from the decisions of subordinate officials is important, even if seldom availed of, because it tends of itself to modify their attitude.

"A further feature of the plan is what may be termed the Employees' Bill of Rights. This covers such matters as the right to caution and suspension before discharge, except for such serious offenses as are posted; the right to hold meetings at appropriate places outside of working hours; the right without discrimination to membership or non-membership in any society, fraternity or union and the right of appeal.

"Where this plan has been in operation for a considerable length of time, some of the results obtained are:

"First: Uninterrupted operation of the plants and continuous employment of the workers, resulting in larger returns for both Capital and Labor.

"Second: Improved working and living conditions.

"Third: Frequent and close contact between employees and officers.

"Fourth: The elimination of grievances as disturbing factors.

"Fifth: Good-will developed to a high degree.

"Sixth: The creation of a community spirit.

"Furthermore, the plan has proved an effective means of enlisting the interest of all parties to industry, of reproducing the contacts of earlier days between employer and employee, of banishing misunderstanding, distrust and enmity, and securing cooperation and the spirit of brotherhood.

"Under its operation, the participants in industry are being convinced of the soundness of the proposition that they are fundamentally friends and not enemies, that their interests are common, not opposed. Moreover, prosperity, good-will and happiness are resulting. Based as the plan is upon principles of justice to all, its success can be counted on so long as it is carried out in a spirit of sincerity and fair play."

REDUCING MARKETING TO A SCIENTIFIC BASIS

The American Association of Advertising Agencies has made a substantial and valuable contribution to the problem of marketing. This contribution reproduced herewith appears as a part of an advertisement which this organization recently inserted in the leading newspapers throughout the country. The value of the contribution is largely in its application to the solution of the problem of marketing.

Marketing in the United States at least is still haphazard, still a matter of antiquated methods and oftentimes overstatements and sometimes deliberate attempts to deceive. There is no logical reason why marketing cannot be reduced to the same scientific basis that predominates in engineering. Engineering has been perfected almost to a science. When anything goes wrong in engineering the world stops and wonders why it should have happened. An instance is the fall of the span in the bridge across

the St. Lawrence at Quebec. The building of the Panama Canal, the even greater engineering feat in some respects; the bringing of the Ashokan water from the Catskill Mountains under the Hudson River and into New York City at a depth of about 700 feet below surface, and largely through hard rock, are accepted without comment because engineering has reached a point of perfection where undertakings of this character are universally successful.

Marketing consists of three major divisions: Advertising, Selling and Distribution. Advertising, of course, is embraced to some extent in selling. The American Association of Advertising Agencies has reduced advertising to a formula. To use their own expression "advertising service consists of interpreting to the public, or to that part of it which it is desired to reach, the advantages of a product or service." The whole problem of marketing may be stated as the act of selling units of service.

Interpreting to the public the advantages of a product or service is based upon:

1. A study of the product or service in order to determine the advantages and disadvantages inherent in the product itself, and in its relation to competition.

2. An analysis of the present and potential market for which the product or service is adapted:

As to location.

As to the extent of possible sale.

As to reason.

As to trade and economic conditions.

As to nature and amount of competition.

3. A knowledge of the factors of distribution and sales and their methods of operation.

4. A knowledge of all the available media and means which can profitably be used to carry the interpretation of the product or service to consumer, wholesaler, dealer, contractor, or other factor. This knowledge covers:

Character Influence	Circulation	<div style="display: inline-block; vertical-align: middle;"> <div style="display: inline-block; vertical-align: middle;">Quantity</div> <div style="display: inline-block; vertical-align: middle;">Quality</div> <div style="display: inline-block; vertical-align: middle;">Location</div> </div>	Physical Requirements Costs
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Acting on the study, analysis and knowledge as explained in the preceding paragraphs, recommendations are made and the following procedure ensues:

5. Formulation of a definite plan.
6. Execution of this plan.
 - (a) Writing, designing, illustration of advertisements or other appropriate forms of the message.
 - (b) Contracting for the space or other means of advertising.
 - (c) The proper incorporation of the message in mechanical form and forwarding it with proper instructions for the fulfilment of the contract.
 - (d) Checking and verifying of insertions, display or other means used.
 - (e) The auditing, billing and paying for the service, space, and preparation.

7. Cooperation with the sales work, to insure the greatest effect from advertising.

If the United States is to gain its rightful share of the world's commerce, marketing must be made scientific and products must be sold and distributed with the minimum of waste. There must be accuracy in statement, one hundred per cent service, and the production ability of the industries of the United States must be fully sold.

One of the most remarkable documents that will be presented to the annual convention of our Association at Chicago in June will be the report of the Committee on Marketing. The writer has seen the outline of this report and is not over-estimating its value. The formula for advertising service reproduced above will form an excellent prelude to the report of the Subcommittee on Marketing.

What She Thought

"I think the boss wants to retain me," declared the blonde stenog.

"Bought you some flowers?"

"Brought me a dictionary."—*Louisville Courier-Journal*.

EMPLOYEES' REPRESENTATION PLAN OF THE WESTERN UNION TELEGRAPH COMPANY

The Western Union Telegraph Company, Recognizing Changing Conditions in Industries as Relating to the Functions of Management and Employes, Cooperated With its Employes in Working Out and Inaugurating a Plan Which is Here Described. The Main Purpose of the Plan is to Prevent Lockouts and Strikes, at the Same Time, However, Permitting Collective Bargaining, but Employing Arbitration to Prevent Strife and Waste Where Agreement Cannot be Reached Through Negotiation.

The agreement as adopted and inaugurated takes the name of "Association Western Union Employes."

Aims and Objects

The "Association Western Union Employes" is an organization instituted for the purpose of promoting the welfare of its members, encouraging cooperation and efficiency, and strengthening the bond between all classes of employes. It recognizes that a proper relationship must be established and maintained between employe and employer which will permit of amicable discussion and adjustment of all questions pertaining to working conditions and adequate wages.

Membership

All employes of the Company who shall have reached the age of eighteen years, and have been in the Company's service three months, except such employes as may be delegated by the Company to deal with the Association through its respective committees, and those who actually employ and discharge, are eligible for membership in the Association.

All such employes, in the service of the Company at the time of the first election, shall be considered provisional members of the Association.

Membership shall end when a member, by promotion, shall be disqualified for membership as hereinbefore indicated, or within ten days after voluntary termination of service with Company. In the case of a discharged employe who desires to contest his or her discharge on the ground of irregularity, he, or she, shall retain his or her membership in the Association, until such employe's grievance has had final decision through the regular channels of appeal.

Qualifications for Voting

All members of the Association shall be entitled to vote.

Qualifications for Holding Office

Any member of the Association who shall have reached the age of twenty-one years, and been in the continuous service of the Company for one year immediately preceding his or her nomination, shall be eligible for any office in the Association.

Supreme Body

The Supreme Body of the Association shall be called the General Assembly.

It shall have absolute and exclusive jurisdiction over all matters pertaining to the Association; it shall be the true and legitimate source of all authority and the final court of appeal, and there shall be no power vested in any officer, committee, or body of members to repeal, alter or change its laws and decisions.

It shall establish subordinate locals wherever required in the Company Divisions.

It shall print and furnish all charters, cards, and forms, necessary to uniformity throughout the Association. It shall also print petitions and other necessary forms.

It shall provide a revenue to meet its expenses by fees and dues, and will furnish supplies, such as constitutions, charters, application blanks for membership, and blank reports to be made to the General Assembly, and Board of Directors without cost to subordinate locals.

It shall have power to levy a per capita tax on its membership if it finds its revenue insufficient to meet its expenses.

It shall have power to confer Honorary membership on any person performing a signal service in the telegraph fraternity.

General Assembly

The General Assembly shall be composed as follows: A President, eight Vice-Presidents, a Secretary-Treasurer and delegates-elect, as hereinafter provided. They shall be entitled to a voice and a vote in all matters coming before the General Assembly. The President and the eight Vice-Presidents shall constitute the Board of Directors.

Each Vice-President of the General Assembly will represent a Company Division, and each Division shall be entitled to two delegates to the General Assembly.

The President shall fill the vacant chairs, temporarily, by appointment.

Delegates to the General Assembly shall receive as compensation for their services, while attending each regular and special session of the General Assembly, three cents per mile and any additional tax levied by transportation companies while under Government or private operation, going to and returning from the meeting place of said Convention by the most direct route, a sufficient allowance per diem for each day's session of the General Assembly attended by them, also per diem for time actually consumed in traveling to and from Convention, and mileage allowance including tax hereinbefore specified shall be paid out of General Fund.

General Meetings

The General Assembly shall convene in regular session on the first Tuesday in September at 10 o'clock A.M., beginning with year 1919 and annually thereafter, in such city as may be determined upon before adjournment at previous session.

Special sessions of the General Assembly may be called upon the request of the President if concurred in by a majority of the Board of Directors, or upon the written request of a majority of the Division Committees.

All subordinate locals shall be given at least thirty days' notice of the convening of the special session of the General Assembly, and business to be transacted thereat shall be specified in the call, and no other business shall be transacted than that so specified.

Thirteen members shall constitute a quorum for the transaction of business.

Upon the reading of the roll of General Officers and delegates-elect, the General Officers and delegates therein named shall be seated and shall be a body competent to transact business.

Elections

The nomination and election of the officers of the General Assembly shall be from within their own body annually, and they shall remain in office until their successors are duly elected and installed.

The President of each local shall call a special meeting of the local to be held during the first seven days in July of each year for the purpose of the nominations of candidates for Elector and Local Committeemen.

Any member not receiving a nomination and who desires to

be a candidate may become such by filing with the Secretary a petition signed by ten or more members in good standing in the local.

The Secretary shall post or cause to be posted in conspicuous places in the several departments of the Company and mail or deliver to each member of the Local, a list of candidates and the department in which they are employed, together with a prescribed form of ballot. Seven days later shall be declared the day on which the votes shall be cast. An election committee composed of one member from each department shall be stationed at the voting place who shall be supplied with a ballot box locked, and a list of the members in good standing. Those members residing at a distance shall mail their ballots in sealed envelope with their names on the outside to the Secretary, who shall place them in the box unopened. Polls shall be open from 7 A.M. to 7 P.M.

When all who desire have voted, the President, in the presence of the Secretary and two members of the Local, shall count the ballots, and the Candidate for Elector receiving the highest number of votes will be declared the Elector, and the Candidate receiving the next highest number shall be declared the alternate.

The three Candidates for local Committeemen receiving the highest number of votes shall be declared the local Committeemen, and the three Candidates receiving the next highest shall be declared the alternates, preference being given according to number of votes received.

The Elector shall cast the vote of the total membership of the Local he represents for two delegates to be chosen from the membership of the Company Division in which his local is located to represent the Division in the General Assembly at its meeting. The Elector shall mail his vote for delegates in sealed envelope addressed to the Vice-President of the Division at Division headquarters marked "Election Committee," the ballot to be sealed in a plain envelope unmarked, except for a notation on the outside of the number of members represented, signed by the President and Secretary. This ballot to be in the hands of the Vice-President not later than seven days after the election hereinbefore provided for.

The Vice-President of each Division shall appoint one member from each Company Department in the Division to serve as Division Committeemen, preferably men or women who have a thorough technical as well as practical knowledge of the departments they represent.

Division and Local Committeemen shall each effect an organization, selecting a Chairman and Secretary, and a complete record of their proceedings shall be maintained.

In the event of a vacancy in local committee, by death or otherwise, the Local President shall appoint a member to serve until his or her successor shall be elected.

In the event of a vacancy in Division Committee, the Division Vice-President shall appoint a member from the Department, the former member represented to serve until his or her successor shall be appointed.

All Local Committeemen shall assume office at 12 o'clock noon on the first Tuesday of August of each year, and shall continue in such office until their successors are duly elected.

Organization of General Assembly

Should protest be filed against the seating of any delegate or alternate, the General Assembly as temporarily organized, shall immediately dispose of the case or the cases.

The first act of the General Assembly after the disposal of protest shall be to nominate and elect by ballot by a majority vote a committee of three whose duty is shall be to name as soon as practicable the following committees:

1. Credentials.
2. Constitution, General and Local Statutes.
3. Grievance, Appeal and Petition.
4. Subordinate locals.
5. State and National legislation.
6. Pensions and sick benefits.
7. Labor and Labor Statistics.
8. Finance and Salaries.

The following Committees shall consist of three members each:

1. Committee on Resolutions and Greetings.
2. On General Officers' reports.
3. On Official Organ.
4. On printing.
5. On press.
6. On transportation.
7. On location General Assembly session.
8. On rules.

President's Duty and Prerogatives

It shall be the duty of the President to preside at all sessions of the General Assembly; enforce strict obedience to the laws,

rules and regulations of the Association, and he shall have the dividing vote on all questions before the General Assembly.

He shall at all times strictly enforce the laws of the Association, and shall call to account any member of the Association or Local violating the same.

He shall pass upon and approve all applications for the establishment of subordinate locals when received from the General Secretary-Treasurer properly endorsed, and shall arrange for the institution of Subordinate Locals, when such applications are approved by him.

He may, with the approval of the Board of Directors, suspend from his official functions any officer of any Local, but such suspension shall not deprive such officer of his standing in the Association, or his rights to be a representative in the General Assembly until his case has been adjudicated.

He may appoint a deputy chairman to perform a specific act or acts in his stead, when circumstances and occasion demand, and by letter of instructions set forth the act or acts to be performed, upon the accomplishment of which he shall require of the deputy to make a full report of his official acts.

He shall employ the clerical help necessary to conduct the business of his department and shall pay such salaries as the Board may deem proper.

He shall approve the by-laws of subordinate locals.

He shall advise and assist the members of the Association collectively in their grievances, and shall use his utmost endeavors in behalf of individual cases of grievances or wrongs when appeals are properly made to him.

Upon receiving an official statement of a grievance from a Vice-President, he shall in conjunction with the Board of Directors, arrange methods to effect amicable and satisfactory adjustment.

He shall furnish, within a reasonable time, to the Board of Directors any information in his possession that they may require concerning matters pertaining to the affairs of the Association. He shall give a surety bond in the sum of \$5,000 satisfactory to the Board of Directors, which shall be held in trust by them; and at the end of his term of office, shall make a full and complete report to the General Assembly of all his official acts, together with suggestions and recommendations for such improvements and changes, as his experience and knowledge may show to be advisable.

The President shall devote his entire time to the work of the Association.

Duties of Vice-Presidents

It shall be the duty of the Division Vice-Presidents to select one of their number to act in the absence of the President. They shall devote their entire time during the recess of the General Assembly under the instructions of the President to the interests of the Association, and shall make to each session of the General Assembly a typewritten report of their official acts and work during their term of office.

They shall receive all applications for establishment of new Locals and forward to the General Secretary-Treasurer with recommendations.

General Secretary-Treasurer's Duty

It shall be the duty of the General Secretary-Treasurer to keep an active journal of the proceedings and transactions of the General Assembly while in session; to preserve the archives of the Association, and perform such other duties as may be designated by the laws of the Association.

He shall receive all moneys due the General Assembly from whatsoever source, and shall have charge of the seal and all books, papers and property of the Association, not otherwise provided for.

He shall receive all applications for charters to establish Subordinate Locals, and when accompanied by the required fee and signed by the requisite number of members, he shall endorse and forward such applications to the President, and if approved by the President, the General Secretary-Treasurer shall, after its institution, issue to each Local a charter signed by the President and himself and bearing the seal of the General Assembly.

He shall keep a register of all Subordinate Locals, with the date of their organization and their time of meeting and the place of their location, also a correct list of all members of the Association and the last given address. He shall issue to the Secretary of Subordinate Locals, certificates of membership, bearing the signature of the President and Secretary-Treasurer, also the seal of the General Assembly, and to be countersigned by the Local Secretary and delivered to the membership upon payment of all fees and dues in advance. Certificates shall show date of expiration.

He shall conduct all necessary correspondence of his office and attest all official documents with his signature and the seal

of the General Assembly, and provide himself with all books and stationery necessary to conduct the business of his office.

He shall have charge of the funds of the General Assembly, pay out the same by order of the General Assembly, or in liquidation of the legitimate expenses of the Association, and shall be prepared to exhibit receipts and vouchers upon the examination of his books, and furnish the Board of Directors with all required information. He shall not invest the funds of the General Assembly, or any portion thereof, in real property, stock, shares, bonds or securities, or for any similar purpose without first obtaining in writing the consent of the Board of Directors. He shall employ the clerical help necessary to conduct the business of his department, and shall pay such salaries as the Board of Directors shall deem proper.

He shall be the General Auditor of the Association, and shall be empowered, either personally or through his properly accredited representatives, to examine the books and accounts of any Local of the Association at any time.

He shall have printed all proposed Amendments to the Constitution and Statues received by him on or before August 18th, as provided in Article 28, Section 1, previous to the session of the General Assembly for the consideration of that body. He shall prepare a temporary roll of general officers and delegates and alternates legally entitled to seats in the General Assembly, and a list of delegates and alternates not entitled to seats in the General Assembly, according to the laws of the Association and shall furnish the Committee on Credentials, with all desired information in his possession, and he shall, as soon as circumstances will permit, furnish the members of the General Assembly, a roll of the members entitled to participate in the work of the Association, and also furnish a printed copy of the permanent and temporary committees named by the Committee on Credentials.

At each regular session of the General Assembly, he shall render a full and complete report of all his official acts, and an accurate and comprehensive statement of all receipts, expenditures of the funds of the General Assembly, together with its assets and liabilities, and before assuming the duties of his office, he shall give a bond in such amount as shall be determined by the Board of Directors and satisfactory to them.

Board of Directors

The Board of Directors shall have administrative and appellate jurisdiction during the recess of the General Assembly,

and its decisions shall stand as the judgment of the General Assembly until reversed by that body.

Should necessity arise during the recess of the General Assembly for the removal of the headquarters of the Association, the Board of Directors shall have power to sanction and direct the same.

The Board of Directors shall negotiate and enter into an agreement with the Company to the end that the Company may officially recognize this Association and covenant itself to deal with the Association's properly accredited committees and representatives. Such agreement shall be signed by the President and attested by the Board of Directors of the Association.

The Board of Directors shall deal with all matters affecting the proper functioning of the Association, and take up and adjust, in conference with departmental heads of the Company's organization as far as in their power lies, all cases referred to it by the Division Committee.

Special meetings of the Board of Directors may be called by the President, acting upon his own initiative, or upon the written request of a majority of the Vice-Presidents.

The Board shall have charge of the bonds of the General Officers, and shall require the officers to file their bonds before assuming the responsibility of office, which bonds shall be satisfactory to the Board.

The Board shall render a printed report of all its official acts at each annual session of the General Assembly.

The Board shall pass upon all points and issues between the General Officers, when appealed to by any one who may feel that he has been unjustly treated, and the Board shall have full power to enforce the laws of the Association as they affect the work of the General Officers.

Should any General Officer fail or refuse to perform the duties prescribed by the laws of the Association, the Board shall direct such officer to comply with his duties and suspend him from office should he fail or refuse.

Should charges be preferred against any General Officer, the Board of Directors shall have full authority and power to investigate such charges, and may take summary action in any case, such action of the Board to be subject to appeal to the General Assembly.

The Board may suspend or reprimand any General Officer who has been proven guilty of conduct unbecoming a member or

officer, or who has violated any law or principle of the Association.

The Board shall have power to call a special session of the General Assembly to try General Officers and dispose of any other matters vital to the interests of the Association.

The Board shall have access to all papers, correspondence and books or other records of the Association in case of any investigation in the interest of the Association, and shall have power to summon and require any member to testify concerning all matters under investigation before them, and any member of the Association failing or refusing to respond to said summons, shall upon proper notification by the Board to their Local, be subject to expulsion from the Association.

The Board of Directors shall establish and regulate the salaries of all General Officers until the annual meeting of the General Assembly in 1919.

Vacancies in Offices

There is provision that in case of death, resignation, removal or suspension of the President, the Secretary-Treasurer shall assume the office temporarily, but the Board of Directors shall within thirty days call a special session of the General Assembly for the purpose of electing a President.

In the case of death, resignation, removal or suspension of the Secretary-Treasurer, the President shall assume that office, but the Board shall call a special session of the Board of Directors to elect a Secretary-Treasurer within thirty days.

Fees and Dues

Initiation fees of this Association shall be fifty cents, which must accompany the petition for membership, one-half to be retained by the Local, and one-half remitted to the General Secretary-Treasurer.

A per capita tax of 25 cents monthly per member payable in advance shall be levied on the membership.

A charter fee for the establishment and institution of a Subordinate Local of the Association, which must accompany the application, shall be five dollars, such chartered Local shall be furnished with one charter, copies of the Constitution, petitions for membership, notices of dues and meeting and membership cards.

Reports to General Assembly

All Subordinate Locals shall file an annual report with the Secretary-Treasurer within sixty days from the close of the fiscal year, June 30th, giving such information with reference to the membership of the Local and such financial statements as may be required by the Secretary-Treasurer, on the blank form furnished by him. Any Secretary of a Local failing to file an annual report as provided herein, except in case of sickness, shall forfeit his office, and shall not be eligible for election to any office in the Local until after the expiration of one year from the date of such forfeiture.

Duty of Committees

It shall be the duty of the Committee on Credentials to pass upon the credentials of those entitled to seats in the General Assembly and to report thereon.

It shall be the duty of the Committee on Constitution and Statutes to approve or reject all amendments offered and to strike out or insert propositions which do not destroy the object of the original amendment.

It shall be the duty of the Committee on Grievances, appeals and petitions, to listen to all grievances referred to them by the General Assembly, all cases of appeal from the decision of the President and Board of Directors and petitions for aid or action of the General Assembly. In such cases the Committee shall hear all evidence or testimony offered by the parties or their counsel, or both. In their reports to the General Assembly they shall set forth the salient points of the case and shall recommend the action to be taken by the General Assembly.

It shall be the duty of the Committee on Subordinate Locals to examine into their condition and make recommendations for their improvement.

It shall be the duty of the Committee on State and National Legislation to keep informed on legislative movements and the passage of laws which affect the interest of the members of the Association.

It shall be the duty of the Committee on Company Pensions and Sick Benefits to inquire into the conditions of that department and make such recommendation as they deem proper for its betterment or improvement.

It shall be the duty of the Committee on Labor and Labor

Statistics to report to the General Assembly the progress of the Labor movement, and the efforts put forth for the betterment of the conditions of the wage earner.

It shall be the duty of the Committee on Finance and Salaries to inquire into the financial condition of the Association, to make such recommendation for its benefit as it may see proper and to advise the amount of salaries to be paid the General Officers. They shall pass on all claims made for mileage and per diem allowances by delegates and report their findings to the General Assembly.

It shall be the duty of the Committee on Resolutions and Greetings to answer the same and formulate resolutions on matters referred to them and report their findings to the General Assembly.

It shall be the duty of the Committee on General Officers' Reports to edit the same for publication in the journal of proceedings and to recommend action to be taken on matters indicated in such reports.

It shall be the duty of the Committee on Official Organ to inquire into its management and financial success, and make such recommendations for improvement as they may deem proper.

It shall be the duty of the Committee on Printing to superintend the printing ordered by the General Assembly while in session and attend to the distribution of the printed matter to the members of the General Assembly.

It shall be the duty of the Committee on Press to give such information to the public press concerning the transactions of the General Assembly as they may deem proper.

It shall be the duty of the Committee on Transportation to furnish information in regard to transportation, and make reservations.

It shall be the duty of the Committee on Location of the General Assembly Session, to receive invitations that may be extended, investigate the same, and make recommendations to the General Assembly.

It shall be the duty of the Committee on Rules to approve or reject all amendments or additions presented and to recommend such additional rules as may seem necessary.

Charges and Adjustments

All charges preferred against General Officers shall be in writing and sworn to before a Notary Public or other Civil Officer, and such charges shall be for the violation of the laws

of the Association or for conduct unbecoming a General Officer. The document shall definitely specify the nature of the violation or conduct.

Any member of the Association who shall make charges against any General Officer on frivolous pretext or refuse to respond to the summons of the Board of Directors to testify in any matter it may have under consideration, shall be dealt with in accordance with the wisdom of the Board, either by reporting to local officials or by expulsion.

Upon the receipt of such charges, should the Board of Directors deem them sufficient to warrant it, a special meeting of the Board shall be called to try such officers.

Either party to the trial may conduct his own case or shall be represented by counsel before the Board. Such counsel to be a member of the Association.

Both parties shall be served with a copy of charges as filed with the Board of Directors, and shall be notified by the Board of the time and place of meeting, thirty days prior to the date, and the Board shall adjourn from time to time and place to place, as the parties to trial may agree, or in case of no agreement the Board of Directors shall determine.

All the evidence heard by the Board, or entering into the case, shall be reduced to writing, the testimony read to or by the witness, and if correct, the witness shall sign each sheet.

Should a witness be unable to attend any meeting of the Board, the evidence of such witness, reduced to writing, shall be accepted when sworn to before a Notary or other Civil Officer.

All persons shall be excluded from the room except members of the Board of Directors, the parties to the trial and their counsel, one witness and the person writing the testimony, who shall be a member of the Association, or one sworn to secrecy.

The expense of the trial, in the defense of the officers of the General Assembly, shall be borne by the General Assembly, except when one general officer brings charges against another general officer, when the whole expense shall be borne by the General Assembly, but in such case the Board of Directors shall be the judge of assuming any expense in producing witness or witnesses.

When the testimony is all in, the Board shall determine the guilt or innocence, and the punishment of the officer, if guilty, which shall be either a reprimand, suspension from office, or expulsion from the Association.

Any officer expelled from membership in the Association

cannot make application for reinstatement for two years and cannot be again admitted to membership without the consent of the General Assembly in session assembled.

Any member of the Association who may feel aggrieved by the decision of the President in matters of law or equity, may appeal to the Board of Directors within sixty days after said decision, in which case the appeal shall be filed with the Secretary-Treasurer.

Any member of the Association who may feel aggrieved by the decision of the Board of Directors may appeal to the General Assembly, at its next regular session after the said decision, in which case the same shall be filed with the Secretary-Treasurer together with all papers, documents, and records in evidence before the Board at time of trial or hearing.

All cases of appeal and grievances shall be referred to the Committee on Appeals, Grievances, and Petitions, who shall state the salient points of the case, and report their findings to the General Assembly with recommendations, should the General Assembly desire, it may order the testimony read and hear the arguments of the parties and their counsel and the committee shall be sustained or the decision reversed, and if ordered by the General Assembly, there shall be a secret ballot.

Compensation and Allowances

The salaries of the President, the Secretary-Treasurer, and of the Division Vice-Presidents, shall be fixed by the General Assembly at each annual session, and shall be payable monthly, and each shall be allowed his necessary expenses when traveling on business of the Association.

Within ten days after the closing of each month, each officer and employee of the General Assembly shall render a statement bearing the approval of the President, together with receipts for his expense for the past month, through the Secretary-Treasurer to the Board of Directors, which if approved by the Board shall be paid.

Arbitration

The manner of appointing the Board of Arbitration shall be as follows:

One arbitrator to be appointed by the Board of Directors, one by the Company, the two arbitrators so appointed to select a third. The decision of such arbitrators shall be binding upon all parties concerned for a period to be named in the arbitration award, not exceeding one year.

In the event that two arbitrators selected cannot agree upon a third arbitrator within thirty days, the third arbitrator shall be selected by the presiding judge at that time of the U. S. Circuit Court of Appeal at the city where the President of the Association resides.

The expenses of the arbitration shall be borne equally between the Association and the Company.

Local Organization

A Local may be organized in any city or town having more than twenty employees qualified to vote. Not more than one Local may be organized in any city or town having less than 150 qualified votes. At all places having less than twenty employees qualified to vote, district or interior locals may be organized according to Company district lines. Where large bodies of traffic, commercial and plant employees are employed, separate locals may be organized according to Company Department.

These department locals may be divided into sub-locals, upon the approval of the Vice-President of the Division. Application to the President for the establishment of the sub-locals must be signed by twenty or more members of the Local.

Application for the establishment of a Local shall be made to the Vice-President. It must be signed by twenty or more employees qualified to vote.

Organization and Functions of Local Committee

At annual meetings or at called meetings, members may consider and make recommendations concerning any matter pertaining to the general working and other conditions of their employment or any other matter of general interest. Consideration may also be given to any matters referred to them by the Division Committees, of officers of the Company, any General Officer or by Board of Directors of the Association.

Each Local shall organize by electing a President, Secretary-Treasurer and local committee of three members, preferably one from each company department.

Local Committees shall receive, consider, and adjust as far as in their power lies, complaints referred to them by local members of the Association. Individual complaints when taken up with the Local Committeemen representing the department concerned shall be adjusted if possible with the Local representatives of the Company. Failing an adjustment with such representatives, the matter shall be referred to the Local as a whole. Cases

which the Local cannot adjust through its accredited representatives as between the employe and the local representatives of the Company shall be referred to the Division Committee.

Whenever a local committee shall receive from an employe a request to adjust an individual complaint which it considers unworthy of attention, or in case it is satisfied that the case is without merit, it shall so notify the employe making the request. It shall in every case report the facts to his Local for confirmation of its action.

Any employe who is dissatisfied with the action of his Local Committee as above provided for, shall have the right to appeal the case to the Local. Should he still be dissatisfied with the action of the Local, he shall have the right to appeal to the Division Committee. The decision of the Division Committee shall be final so far as complaints of individual employes are concerned.

Should a member or group of members desire to bring to the attention of their Local a matter or conditions of affairs affecting a group or an office force as a whole, the Local shall consider the same. Should the matter be one which cannot be disposed of by the Local, the matter shall be referred to the Division Committee.

The Secretary of each Local shall retain all the papers in each case until final disposition or appeal thereof.

Each Local shall keep the records hereafter prescribed by the Division and General Committees and make such reports from time to time as may be required.

Each Division Committee shall organize by electing a Chairman and Secretary.

Division Committees shall receive, consider and adjust as far as in their power lies, all cases referred to them by the Local. They shall in addition dispose of complaints from members who appeal from the decision of their Local. Cases which it cannot dispose of shall be forwarded to the Board of Directors.

It shall be the duty of each Division Committee to meet in conference with the Division heads of the Company's organization when deemed necessary to discuss freely matters of mutual interest and concern to the employes and the Company, embracing suggestions designed to improve working conditions, to promote efficiency, to enforce discipline, avoid friction and to further friendly and cordial relations between the Company's Officers and members of the Association.

Each Division Committee shall keep such records and make

such reports as may hereafter be required by the Board of Directors.

Duties of Officers of All Local and Division Committees

Chairman: A Chairman shall preside over the meetings of the Committee.

He shall put to a vote all questions which are regularly moved and announce the result.

He shall enforce on all occasions the observance of the Constitution and of rules of order and decorum among the members.

He shall authenticate by his signature when necessary all acts, orders and proceedings of the Committee.

He shall inform the members of the Committee when necessary, or when referred to in a point of order or practice.

He shall name members of sub-committees when they are not specified in the motion creating the sub-committee and he shall act as ex-officio member of all sub-committees.

He shall be guided in all things by the expressed will of the majority.

Vacancies, Official Publication and Rules of Order

Arrangements for an official publication is left to the Board of Directors as their judgment may determine. All Committee-men chosen to fill vacancies shall be drawn from the Company department affected by the vacancy. Roberts' Rules of Order shall govern on all parliamentary questions.

Amendments to the Constitution may be proposed by one hundred voting members of the Association in good standing to the President or the Board of Directors at least two months before the date set for annual meetings and shall be printed and distributed in ample time to permit of a vote by mail, which vote shall determine the adoption or the rejection of amendments.

As this article is necessarily lengthy, considerable of detailed information has been omitted, but any of our members who desire a complete printed copy of the Constitution can undoubtedly secure same by addressing the Educational Department of the Western Union Telegraph Company in New York City.

The International Harvester Company has a Foremen's Club. More attention is being paid to the importance of the functions of the foreman and training of minor executives.

43,000 EMPLOYEES OWN STEEL SHARES

Workers Take Advantage of Policy Adopted by Corporation in 1903
—Hold 125,000 Shares, Valued at \$11,250,000, and Get \$5 Bonus for First Five Years.

Under the plan which the United States Steel Corporation inaugurated in 1903, more than 43,000 employes have purchased approximately 125,000 shares of stock with a current market value of \$11,250,000. A bulletin of the corporation gives a brief outline of the plan, which enables any employe to become a shareholder. The bulletin says:

"The number of shares which can be subscribed for depends upon the salary of the employe, but it is relatively greater for the lower-paid men. The price of the stock is the market price, or usually a little less. Payments: Minimum, \$2 per share per month. Maximum that can be paid is 25 per cent of monthly earnings. A premium of \$5 per annum for five years is paid on each share of stock purchased by employes under the plan. Nonpaid-up subscriptions may be canceled, and the money paid in is refunded to the employe with 5 per cent interest. Premiums are not paid to employes who cancel their subscriptions, sell their stock or leave the employ of the company, and the forfeited or unpaid premiums for all those except cancellations are kept in a fund and divided pro rata among the remaining shareholders under this plan at the end of the five-year-period.

"If death occurs to an employe who has subscribed for stock and made payments under this plan, his estate receives the unpaid premiums for the full five-year period and a pro rata share of the premiums undivided at the time of death.

31,250 WORKERS GET YEARLY BONUS

"On December 31, 1917, more than 31,250 employes were stockholders under this plan. Their aggregate holdings amounted to more than 121,981 shares of stock. It is impossible to ascertain how many employes, in addition to those yet receiving the special benefits that continue for five years, hold stock upon which these special benefits have ceased to be paid, but it is believed that their number would greatly increase the figures here given."

The following table gives a comparison of the subscriptions by employes in 1918 and 1917:

Salaries Per Year.	Shares Subscribed,		Number of Subscribers,	
	1918.	1917.	1918.	1917.
\$800 or less	2,252	3,253	1,920	3,253
\$800 to \$2,500	72,856	52,680	37,236	33,433
More than \$2,500	21,537	11,819	4,626	2,556
Total	96,645	67,752	43,777	39,252

The Steel Corporation under its charter is empowered to buy and sell its own stock and the shares which are offered to employees are bought by the company. As a rule these offerings are made at a price lower than the ruling market quotation, and this, added to the fact that premiums are paid as outlined by the bulletin, makes the annual cost to the corporation of the employees' stock subscription plan approximately \$1,175,000.

Personnel of the Convention Chairmen

The Chicago Local Chapter is earnestly at work in its preparations for the seventh annual convention of our Association, which will convene at the Blackstone Hotel on June 3rd. Informal conferences will be held on the evening of June 2nd. All of the meetings of the convention will be held in the hotel, which has reserved rooms and made arrangements to provide all necessary space for the proper handling of the convention. Mr. F. R. Jenkins, of the Commonwealth Edison Company, is Chairman, and Mr. J. J. Garvey, of the Western Electric Company, Secretary of the general Convention Committee. Mr. A. B. Benedict, of the Goodman Manufacturing Company, is Chairman of the Entertainment Committee, Dr. Samuel MacClintock, of the LaSalle Extension University, is Chairman of the Publicity Committee, Mr. W. S. MacArthur, of Armour & Company, is Chairman of the Service Committee, and Mr. J. W. Dietz, ex-President of our Association, is Chairman of the Program Committee. Mr. Dietz is working in cooperation with the Executive Secretary, and the making up of the program has progressed to a point where it is hoped shortly to be able to send the preliminary draft to each member of the Association. Mr. Dietz writes "now that the definite time and place have been decided, all of us are taking up actively our particular duties." Mr. Norman Collyer, our Association's Field Secretary, will go to Chicago about a month prior to the convention and work with the Local Committee in creating interest and arranging details. It is the intention of the Convention Committee to bring our Association, its functions and its activities properly before the industries of Chicago and the Middle West.

MEETING OF EXECUTIVE COMMITTEE

The First Week in June Definitely Fixed as the Date for the Seventh Annual Convention to be Held at the Blackstone Hotel in Chicago—Detailed Statement of the Financial Condition of Our Association—Two Important Committees Appointed, One to Investigate and Plan a Membership Campaign and Submit Methods of Financing Same, the Other to Plan How Our Association Can Render a Personal Service to Its Class "A" Membership—Plans Laid to Change the Name of Our Association to Some Title Which Will More Clearly Indicate Our Activities—Dr. Paul Kreuzpointner Elected Honorary Life Member—John McLeod Heads the Nominating Committee to Select Candidates for Office to be Elected at the Chicago Convention—Executive Committee Decided Not to Take Action in Relation to the Senate Bill to Create a Department of Education in the President's Cabinet—A. M. Maddock Succeeds J. H. Yoder as a Member of the Executive Committee and F. C. Henderschott Succeeds E. H. Mehren as Treasurer of Our Association.

President Rowe presided at the meeting of the Executive Committee of our Association held in New York on March 11th, W. W. Kincaid, First Vice-President, Dr. Lee Galloway, Secretary, John McLeod, L. L. Park, G. N. VanDerhoef, Mont H. Wright and the Executive Secretary also being in attendance at the meeting. Mr. J. H. Yoder, a former member of the Executive Committee, and Mr. Norman Collyer, Field Secretary, were also present.

The Assistant Treasurer presented a report showing a cash balance as of March 1st of \$11,988.52. In connection with this report the Assistant Treasurer also presented some figures relating to the financial condition of our Association since its organization, and also an estimate of income for the calendar year and an estimate of expenditures on the basis of present activities.

At the close of 1914 our Association had a deficit of \$1,214.60.

At the close of 1915 there was a deficit of \$1,386.50.

At the close of 1916 there was a deficit of \$2,975.63.

At the annual convention in 1916, Class "A" membership dues were increased from fifty to one hundred dollars annually.

At the close of 1917 there was a deficit of \$1,111.21.

At the close of 1918 there was a balance of \$3,665.85.

In 1918 the net gain was \$4,777.06.

From this amount the deficit for 1917 was deducted.

The estimated revenue for 1919 is \$14,360. Of this amount \$13,220 will come from membership dues; \$800 from the sale of Proceedings; \$240 from BULLETIN subscriptions, and about \$100 as interest on the bank balance. Add to this the balance from 1917 and it makes a possible available revenue of approximately \$18,000.

The estimated expense account and budget prepared by the Assistant Treasurer for 1919 shows expenditures for printing of the annual volume of Proceedings, advance reports, monthly Bulletins and the Confidential and Special Reports as \$7,200; office printing, stationery and office postage, \$1,170; administration, including the salaries of the Executive Secretary, Field Secretary and Miss Baker, \$8,775; return of membership fees to local chapters ($\frac{1}{2}$ Class "B" and "C" dues), \$500; convention expenses and official stenographic report, \$1,150; miscellaneous expense, \$500. Total, \$19,295.

It will be noted that the budget of expenses exceeds the assured revenue by about \$1,300. This will be overcome, however, by new memberships gained during the calendar year.

The Executive Secretary presented a membership report which showed eight new Class "A" memberships since the November report, twelve new Class "B" memberships, and eighteen new Class "C" memberships.

Statement of Membership

At the close of 1918 the loss in Class "A" memberships was about the same as in previous years—approximately ten per cent—due to various causes. The action of the Director General of Railroads in refusing to permit the four railroads which had membership in our Association from continuing their memberships during the period of governmental management, caused our Association to place these memberships in suspense until the roads are returned by the government to their owners. These four memberships, however, are counted as a temporary loss. Two of our Class "A" members failed in 1918 and others withdrew for various causes. Three industrial corporations which had previously withdrawn their Class "A" membership again applied for this form of membership and their applications were granted.

The highest number of Class "A" memberships our Association has ever had was 123—at the close of 1918. With the losses which came at the first of the year (and it is at this time that membership dues are payable) Class "A" membership now

stands at 114, of which number 104 have paid their dues for 1919. It is not expected that any of the ten who have not paid dues at the time of this report was prepared will withdraw. The outlook for additional Class "A" memberships is brighter than at any period during the existence of our Association.

Class "B" membership stands at its highest point, 106, and Class "C" membership also stands at its highest, 119.

The Special Committee appointed by the Executive Committee, consisting of President Rowe, Vice-Presidents Kincaid and Hook, and the Executive Secretary, reported they had engaged Mr. Norman Collyer, formerly Officer in Charge of Students for the Southern Pacific Company, for the position of Field Secretary. Their action was taken in accordance with the instructions given them by the Executive Committee with power to act. Mr. Collyer is receiving a salary of \$4,000 a year, with \$30 weekly expenses and railroad and Pullman fares, when traveling at the request of our Association. The action of the Special Committee was unanimously approved by the Executive Committee.

President Rowe reported that he had instructed the Executive Secretary to engage the special services of Miss Harriet Baker in connection with the preparation of Special and Confidential Reports at a monthly remuneration of \$25. This action was taken under the authority granted by the Executive Committee, which instructed the Executive Secretary to prepare and publish Confidential and Special Reports and to incur the necessary expense incidental thereto.

Changes in Officers

Because of the action of the Director General of the Railroads in refusing to permit the four roads which have had membership in our Association to pay dues during the period that the railroads are under governmental management, Mr. J. H. Yoder, a member of the Executive Committee, automatically ceased to function in this office. Mr. Yoder was present at the meeting, at the request of the Executive Committee. Dr. Rowe expressed sincere regret at the loss of Mr. Yoder's services and appreciation of his splendid attitude and activities on behalf of our Association. It is understood that the memberships of the railroads are not lost, but placed in suspension until such time as they are returned to their owners, when their memberships will be renewed.

Upon motion of Mr. McLeod, seconded by Mr. Kincaid, Mr.

A. M. Maddock, President of the Thomas Maddock's Sons Company of Trenton, N. J., was appointed to succeed Mr. Yoder as a member of the Executive Committee.

The resignation of Mr. E. J. Mehren, as Treasurer of our Association, due to his continued absence from New York City, was presented and upon motion of Mr. McLeod the resignation was accepted.

Mr. McLeod moved that the Assistant Treasurer, Mr. F. C. Henderschott, be elected Treasurer, as the work of the Treasurer has always been performed in the office of the Assistant Treasurer. The motion was seconded by Mr. Kincaid and Mr. Henderschott was unanimously elected.

The Executive Secretary reported that the convention dates as fixed for June 3d, 4th, 5th, 6th, with informal conferences on the evening of June 2d, were satisfactory to the Chicago Local Chapter, which will be the host of the convention. Headquarters of the convention will be at the Blackstone Hotel, where ample accommodations will be provided for the holding of all sessions. Upon motion of Mr. L. L. Park, the Executive Committee unanimously approved the dates and arrangements for the convention.

Membership Campaign

Vice-President Kincaid, at the request of President Rowe, addressed the Executive Committee and stated that President Rowe, Mr. McLeod, the Executive Secretary and he had been in conference preceding the meeting with a view to charting the immediate future course of our Association and explained the need for such action. Mr. Kincaid then offered the following resolution:

Resolved, That the chair appoint a committee with the President as a member, and to include two other members, to investigate the subject of organizing and financing a campaign for increasing membership.

The subject was then thoroughly discussed. Mr. Kincaid stated in speaking to his resolution that our Association has become a great clearing-house for all authentic information on the subject of employe relations in industry. Mr. Kincaid further stated that our Association had operated more as a reservoir than as a clearing-house, due to the fact that we have in membership only about ten per cent of the industrial institutions which would profit by membership, and he suggested that we must now make plans to interest other industrial institutions in our Association and its activities in order that our Association shall have

sufficient revenue to fully develop its field and be able to return to industry the largest degree of service.

In speaking to the resolution Mr. Henderschott stated that there are three fundamental factors in securing additional Class "A" memberships: first, the right officer of the industrial corporation—the officer who is interested in personnel relations problems must be ascertained; second, this officer or these officers must be informed that our Association is in position to render to industrial institutions authentic and constructive advice on personnel relations problems; and third, it must be pointed out to these officials that their company must meet and solve these problems.

Mr. Wright spoke of conditions in Philadelphia, and after all of the other members of the Executive Committee had joined in the discussion, Mr. McLeod moved that the resolution be adopted as read, which motion was seconded by Mr. Wright and unanimously approved.

President Rowe then appointed Mr. Kincaid as Chairman of the Committee with Mr. McLeod and himself as the other members.

It developed as a result of the discussion of the above resolution that the name of our Association does not correctly indicate its activities. There was unanimous agreement that our Association should adopt a new name, but no one present was able to suggest one that would be acceptable. The President, therefore, ask each member of the Executive Committee to submit to the Executive Secretary a list of new names which might occur to him from which selection of a new name might ultimately be made.

President Rowe called upon the Executive Secretary to present another matter to the Board which had had consideration during the informal conferences heretofore referred to.

To Inaugurate a Personal Service

Mr. Henderschott called attention to the fact that a considerable number of the members of our Association believe that the Association should now undertake to render a personal service to its Class "A" members. He stated that the subject had been thoroughly discussed and he moved the appointment of a committee to formulate a plan to be presented to the Executive Committee at its next meeting, which plan could be considered and if found feasible adopted. While the exact scope of the new personal service plan was not agreed upon or determined, it was

felt it should be in the nature of a follow-up service by the Field Secretary which would be helpful to new members in organizing their personnel departments and instituting training courses or other personal activities.

Upon motion of Mr. Wright, duly seconded, President Rowe appointed the following committee to draft a personal service plan: Mr. C. R. Dooley, Chairman; Mr. J. W. Dietz, Mr. Norman Collyer.

The appointment of this committee was unanimously approved.

The importance of the Membership Campaign and the Personal Service Plan was considered so great as to warrant a meeting of the Executive Committee on Tuesday, April 1st, at which time the Committee on Membership and the Committee on Personal Service will report and submit plans.

The Executive Secretary called attention to the fact that owing to our Association not having held a convention last year, a Nominating Committee had never been appointed, and stated that he had called this matter to President Rowe's attention.

Dr. Rowe then announced the appointment of a Nominating Committee, which was unanimously approved.

Mr. John McLeod, Chairman, Carnegie Steel Company.

Mr. William R. Heath, Larkin Company.

Mr. E. W. Longley, The New England Telephone & Telegraph Co.

Mr. G. A. Ramney, International Harvester Co.

Mr. E. P. Pitzer, The Equitable Life Assurance Society.

Dr. Kreuzpointner Elected a Life Member

The resignation of Dr. Paul Kreuzpointner as Chairman of the sub-committee on Continuation Schools was presented. This action was made necessary by impaired health due to Dr. Kreuzpointner's advanced age. In speaking to the resignation, Mr. Henderschott pointed out that Dr. Kreuzpointner was one of the pioneer advocates of industrial education in the United States, if, indeed, not the pioneer advocate. He stated that for over forty years Dr. Kreuzpointner had advocated and earnestly worked to bring about the development represented in our Association. Now Dr. Kreuzpointner is compelled to give up these activities. The valuable service which he has rendered to our Association was recognized by every member of the Executive Committee, and it was felt that there should be a fitting expression of appreciation on the part of our Association.

Mr. Henderschott moved, and the motion was seconded by Mr. VanDerhoef, that Dr. Kreuzpointner be made an Honorary Life Member of our Association without the payment of dues. This motion was unanimously adopted.

President Rowe then appointed Mr. J. H. Yoder and Mr. VanDerhoef a committee to draw up a set of resolutions and present them to Dr. Kreuzpointner in appreciation of his services on behalf of industrial education and his services on behalf of The National Association of Corporation Schools.

At the suggestion of Mr. McLeod, Dr. Rowe was added to the Committee, which was then unanimously approved.

A letter from Mr. A. B. Benedict, the Class "A" representative of the Goodman Manufacturing Company, suggesting the feasibility of a question box in the Association's monthly BULLETIN was presented and discussed. It was the opinion of the members of the Executive Committee that the present facilities of our Association would not permit of inaugurating this department in the BULLETIN. It was felt, however, that our Association should devise some other means of handling questions which it is believed would prove more effective than the average question box department.

A letter from ex-President Dietz suggesting cooperation with the Government Department of Education in the issuance of a Bulletin on the corporation school movement in the United States was referred to the Executive Secretary with instructions to advise Mr. Glen Swiggett, who has charge of the matter for the Department of Education, that our Association will cooperate in the issuance of such a Bulletin, and the Executive Secretary was requested to ask Mr. Swiggett to submit a plan which the Executive Committee might approve.

Senate Bill 4987 Not Endorsed

Senate Bill S. 4987, to create a Department of Education in the President's Cabinet and to appropriate money for the conduct of said department, was placed before the Executive Committee for such action as might seem desirable from the viewpoint of our Association. After discussion it was the consensus of opinion that our Association is concerned principally with industrial education only, and for this reason it would not be proper for our Association to endorse passage of a bill which more vitally concerns academic education. It was also brought out that there is a difference of opinion among our members as to the advisability of government supervision of educational activities, thus depriving the states and municipalities and second-

ary educational institutions of a function long enjoyed. At the conclusion of the discussion, upon motion duly seconded and carried, the matter was laid upon the table.

As a result of a conference held in New York, at the suggestion of Vice-President Hook, at which conference representatives of the National Safety Council and our own Association were present, a letter from the National Safety Council was presented offering to exchange their publications for the publications of our Association. Members of the Executive Committee, however, felt that as our Association is interested in safety only as an educational problem that the exchange should be confined to the monthly BULLETIN. The Confidential and Special Reports issued by our Association are available to Class "A" members only. As the National Safety Council operates in a distinct and separate field than our Association, it was thought it would not be desirable to exchange proceedings.

Upon motion duly seconded the Executive Secretary was instructed to advise the National Safety Council that our Association would be glad to exchange its monthly BULLETIN for their similar publication.

A letter was presented from Mr. C. S. Coler, Chairman of the Pittsburgh Local Chapter, asking if our Association would consider arrangements by which chapter members might secure the Association's monthly BULLETIN.

Upon motion the Executive Secretary was instructed to advise Mr. Coler and the other local chapter officials that chapter members can secure the Association's monthly BULLETIN upon the payment of one dollar per year—half the regular subscription price.

Upon motion the Executive Committee then adjourned to again convene on April 1st, to receive reports from the Committees on the proposed Membership Campaign and the Personal Service Plan and to transact such other business as may properly come before the meeting.

Commonwealth Steel Company Issues New Safety Rules

Mr. L. W. George, educational director and also in charge of safety activities for the Commonwealth Steel Company of St. Louis, favors the BULLETIN with a copy of the new safety rules promulgated by his company. It is a booklet of eighty pages, very carefully compiled, and will prove of value to all companies who have the safety problem. Mr. George will undoubtedly be glad to send a copy to any of our members who write and request the courtesy.

EDUCATING THE FARMER IN THE USE OF FERTILIZERS AND LABOR SAVING MACHINERY

The Soil Improvement Committee of the National Fertilizer Association, Cooperating With Cornell University Will Give a Course of Instruction to Fertilizer Salesmen Designed to Increase Crop Production Due to Better Methods of Fertilizing—The International Harvester Company Finds That Its Schools for Instruction of the Farmers in the Use of Labor Saving Machinery Have Proven Successful.

The Fertilizer Industry in the United States has for several years past conducted educational work on behalf of the employees of the companies represented in the Industries' National Association. About eighty per cent of the Fertilizer Industry is centered in four large companies, all of which have Class "A" membership in our Association. The most recent development is a plan for a sales managers' conference, to be held at Cornell University during the week of June 9th. At this conference the sales managers and associates from the various companies having membership in the Industries' Association will undertake a course of lectures, demonstrations and visits to experimental plots, the whole course of instruction closely resembling a condensed college course. The laboratories of Cornell University, as well as the personnel of that institution, will be drawn upon in giving the course.

The authorities of the College of Agriculture have most generously extended to the Soil Improvement Committee of the National Fertilizer Association the facilities of their educational plant, and have expressed their intention to cooperate in every way possible to make this course of instruction very much worth while.

A very comprehensive course of lectures, demonstrations and study of experimental plots has been mapped out. Each man will be expected to actually take part in some of the laboratory experiments and to make certain detailed observations on the experimental plots.

The general plan of the work and the range of subjects covered are shown below:

TENTATIVE PROGRAM

(The dotted lines show the connection between morning addresses and afternoon trips or demonstrations.)

MORNING

FIELD

AFTERNOON
LABORATORY

MONDAY

8.15—History and
Development of the
Fertilizer Industry.9.30—How Crops General survey of
Feed field plots.10.45—The Carriers of
Fertility4.00—Demonstration, sol-
ubility and availability
of the different plant-
food carriers.

TUESDAY

8.15—Making of
"available Plant-
food"9.30—Fertilizer Use
as Affected by the
Soil.10.45—Feeding the
Hay and Pasture
Crops1.30—Study of hay
and alfalfa top-
dressing experi-
ments.4.00—Demonstration
showing affect of acid-
ulating on availability
of phosphoric acid in
rock.

WEDNESDAY

8.15—The Percentage
Formula9.30—Analyses and
Guarantees of Fer-
tilizers.10.45—Farm Practices
as Affecting Fertil-
izer Use1.30—Study of rota-
tion plots.4.00—Demonstration
showing why fertiliz-
ers cake, harden, lose
weight, etc.

THURSDAY

8.15—Available Plant-
food9.30—The Lime Needs
of Crops10.45—"Standard An-
alyses" I.1.30—Study of rock
versus acid phos-
phate experiments.4.00—Estimating the
Lime Requirements of
soils.

FRIDAY

8.15—The Business
Use of Fertilizer.9.30—Asking Ques-
tions of the Crop...10.45—"Standard An-
alyses" II.1.30—Trip to outside
field plot or to the
Geneva Experiment
Station.

SATURDAY (Convention Day).

Suggested addresses:

"The Service Idea for a Fertilizer Salesman." By a Salesman-
ager.

"The Fertilizer Industry." By a Manufacturer.

"The Fertilizer Use of the Future." By an S. I. C. Staff Member.

In order to carry out the program successfully, the number of men attending must be limited. For this first conference the limit has been placed at one hundred, and each company is al-

lotted a number of representatives corresponding roughly to the size of the company.

An effort will be made to house the entire group in one or two hotels, so that all may become better acquainted. Each man must defray his own personal and traveling expenses, but all other costs for the course are borne by the Soil Improvement Committee.

Educating the Farmer in the Use of Labor Saving Machinery

Agriculture is one of the two sources of original wealth; in fact, agriculture and industry are the principal sources of all original wealth. Some wealth comes from mining, and some from the native forests, and some from other sources, but the total is inconsequential when compared with the wealth which is created through agriculture and industry. Therefore, any plan which seeks to increase efficiency in agriculture and to eliminate waste is of vital importance. The plan of the Fertilizer Industry as outlined above will tend to increase production and to eliminate waste. Closely connected with this development is the education plan of the International Harvester Company designed to instruct and train dealers in farm machinery and also the farmers themselves. The International Harvester Company holds schools in many sections of the United States to teach the farmer not only the value of the tractor and other labor-saving machinery, but how this knowledge can be applied to the advantage of the farmer. In recording an account of the development of the International Harvester Company's training courses, the Harvester World says:

Last year many thought they saw the advantage of educating the farmer to care for and operate his tractor. The arguments our branch managers put before the dealers looked good and they went for the first series in a whole-hearted manner. They helped to get the farmers in and helped very materially to make the schools successful. So when the time came around again and the Harvester Company announced the second series, dealers received the announcement with the conviction that they would be able to do more for the tractor owner in two days' instruction than they could hope to do in the ordinary way of visiting and instructing on the farm. They know, too, by experience that competent tractor owners are big advertisements for the tractor, and that many sales start from the bubbling over of a satisfied customer.

This will explain in a way why the second series of schools is proving to be even more successful than the first series. In helping the farmer to help himself, the implement dealer now has many valuable moments, heretofore devoted to service calls, that he can now devote to going after new business.

The implement dealer also by getting behind the Harvester Company has made the farmer more self-reliant. For these schools cover in almost every detail everything the farmer needs to know about the care and operation of his tractor. He can do his own adjusting, repairing and overhauling; and in many cases is surprised at the simplicity of these things which before his enlightenment seemed deep mysteries.

The second series of tractor schools will soon be completed and will pass into history, we venture to predict, one of the greatest single benefits ever given to tractor owners.

R. H. Macy & Company Establish a Course to Train for Executive Positions

R. H. Macy & Company, of New York City, a department store, has established a course in its educational division designed to train the employes of the store who desire to avail themselves of the opportunity to become executives in the Company. About two hundred employes made application to take the course from which forty assistant buyers and clerks who have shown executive ability were selected for the first class. Additional classes will be started, however, for all who wish to enroll.

In outlining the reason for giving this course Mr. Percy S. Straus, President of the Company said:

"This course is given only for the reason that the firm believes it is good business policy to try to develop their employes to the end that one will have an opportunity of reaching the highest efficiency and earning capacity that his ability will permit."

Joseph Mayer told something of the history of the idea and its purpose. The plan to establish a training school to teach assistant buyers and other employes of merit, how to manage a department, had been suggested by him about four years ago, he said, and the efforts and encouragement given to the plan by Mr. Percy S. Straus converted this suggestion into a realization.

"The success of this training school," he said, "will simply mean that we will be more and more able to fill our vacancies for department managers and other important positions with our own co-workers, principally, and almost exclusively with graduates of this training school."

DR. ELIOT'S INDUSTRIAL PROGRAM

He Suggests a "Genuine Partnership Between Capital and Labor"
With Cooperative Management and Employee Representation in
Management.

A program for cooperation between capital and labor designed to bring about "a just settlement of industrial strife" was outlined by Charles W. Eliot, President (Emeritus) of Harvard University, at a legislative hearing on a bill for the appointment of a special commission to study the hours of labor in Massachusetts industries. He favored the bill, chiefly, he said, "because I believe it to be inexpedient, not to say absurd, to attempt to fix by law the same number of hours for all industries without regard to their infinite diversities, or for all establishments in the same industry."

As a final basis for his program, Dr. Eliot proposed:

"General adoption of a genuine partnership system between the capital and the labor engaged in any given works or plant, whereby the returns to capital and labor alike after the wages are paid shall vary with the profits of the establishment, the percentage of the profit going to payroll being always much larger than that going to shareholders or owners, and payroll ever being called on to make good losses. As a means of securing to employes full knowledge of the partnership accounts they should always be represented in the directorate.

"The war between capital and labor," said Dr. Eliot, "is getting to a stage which seriously endangers the existing industrial and social structures in most of the civilized nations and the political structures in those nations which have had no experience in the practice of liberty. The thing most to be desired by the free peoples and by those who are hoping to become free is a just settlement of the industrial strife."

He advocated universal adoption of cooperative management and discipline, increased welfare provisions for employes, abandonment of "the conception that capital is the natural enemy of labor and that unorganized laborers are traitors to their class," of "the idea that it is desirable for workers of any sort to work as few hours in a day as possible," and "absolute rejection of the notion that leisure rather than steady work should be the main object of life."

Dr. Eliot summed up his views of the principles which should rule both capital and labor as follows:

"1. Willing adoption by both parties of the methods of conciliation, arbitration, and ultimate decision by a National Government board as sufficient means of bringing about just and progressive settlements of all disputes between capital and labor.

"2. Recognition by both parties that a new and formidable danger threatens civilization, and that all good citizens of the Republic should unite to suppress anarchy and violent socialism and to secure to all sorts and conditions of men 'life, liberty, and the pursuit of happiness.'

"3. General acceptances of the view that American liberties are to be preserved just as they have been won. They have been slowly achieved by generations of sturdy, hardworking people who valued personal independence, industry, thrift, truthfulness in thought and act, respect for law, family life, and home, and were always ready to fight in defense of these things.

"4. Acceptance of the truth that the democracy which is to be made safe in the world does not mean equality of possessions or powers, or a dead level of homogeneous and monotonous society, but on the contrary the free cultivation of indefinitely diversified human gifts and capacities, and liberty for each individual to do his best for the common good."

International Harvester Employees to Share in Management

The 30,000 employes of the International Harvester Company will have 30,000 voices in the direction of the company's policy if they accept a plan submitted to them by the concern's officials.

Under the plan, employes at the company's twenty American and Canadian plants will decide questions of working conditions, health, safety, hours, wages, recreation and education. The workers will elect a "works council" at each plant to confer with representatives named by the company. Race, sex, time of service, political or religious affiliations will in no way discriminate against workers, according to the plans.

Strawbridge and Clothier Inaugurates Health Lectures for Their Employes

The Strawbridge and Clothier Company of Philadelphia have joined the ranks of those progressive industrial institutions which recognize the value of health as an industrial asset. Courses in physical and social hygiene were given in their store during the month of February. The lectures were given by Dr. Ann Tomkins Gibson. Lectures were also given for the junior girl employes.

NEW MEMBERS

Since the last statement appearing in the BULLETIN the following new members have been received:

Class "A"

The Procter & Gamble Company, Cincinnati, Ohio, Mr. L. S. Bitner.

Public Service Corporation of New Jersey, Newark, N. J., Mr. John L. Conover.

Class "B"

Mr. R. F. Carey, Westinghouse Electric and Manufacturing Company, Essington Works, Lester, Pa.

Mr. W. D. Forsyth, Westinghouse Electric and Manufacturing Company, Essington Works, Lester, Pa.

Mr. H. T. Madsen, Westinghouse Electric and Manufacturing Company, Essington Works, Lester, Pa.

Mr. C. J. Sanborn, Crocker-Wheeler Company, Ampere, N. J.

Miss M. Sidney, R. H. Macy and Company, Herald Square, New York City.

Mr. George S. Woodward, American Rubber Company, Cambridge, Mass.

Class "C"

Mr. Norman Collyer, Room 834, 130 East 15th St., New York City.

Mr. Maurice Lacoïn, 28 Rue de Varenne, Paris, France.

Mr. Noble Lee Garrison, National Bank of Commerce, New York City.

Miss Edith E. Haughton, International Committee of Young Women's Christian Association, New York City.

Mr. Ernest H. Koch, Jr., 874 South 15th St., Newark, N. J.

Dr. Gilbert J. Rich, 489 Manhattan Ave., New York City.

Mr. Frederick J. Haley, The Macmillan Company, New York City.

Miss Ellen L. Osgood, Julia Richmond High School, New York City.

Mr. Charles A. Ruby, Industrial Secretary, Young Men's Christian Association, Rochester, N. Y.

Mr. Dwight L. Hoopingarner, 14 West 81st St., New York City.

Mr. J. H. Yoder, The Pennsylvania Railroad Company, Altoona, Pa.

The Government's Reconstruction Program

In his annual report, Franklin K. Lane, Secretary of the Interior, discussing the problem of education and training, says:

"Turning to the question of providing fuller education through the public schools, particularly for the foreign-born:

"Our war experience has taught us, among other things, the value of a strong national spirit, the vital importance of national ideals, the impotence of ignorance, the dependence of this modern world upon skilled men and organizing ability, the need for and the possibilities that lie in the extension of cooperative effort of all kinds.

"There can be neither national unity in ideals or in purpose unless there is some common method of communication through which may be conveyed the thought of the nation. All Americans must be taught to read and write and think in one language; this is a primary condition to that growth which all nations expect of us and which we demand of ourselves."

The educational problem extends beyond the State to the Federal Government, Mr. Lane said, adding that if the Federal Government would make the same kind of an offer to the States for the education of their illiterates that it makes for the construction of roads, "in five years there would be few, if any, who could not read and write in this country."

In concluding his report on the subject of education, Mr. Lane said:

"I should like to see the day when every child learned a trade, while at school; trained his mind and his hand together; lifted labor into art by the application of thought."

Agricultural College Heads to Teach Soldiers the Latest Methods

Dr. Kenyon L. Butterfield, president of the Massachusetts commission in charge of vocational training for American troops abroad, sailed recently for France to organize there a staff of agriculturalists who will make it possible for "khaki university" to add to its curriculum a course in farming.

Before sailing, Dr. Butterfield announced he would be followed by several presidents and deans of American agricultural colleges, and that, in addition, he expected to find awaiting him in Paris a list of former students, teachers and alumni of agricultural colleges, who are now in the army, but who would be available for his staff.

"From the United States alone we shall recruit experts on soils and fertilizers, cotton and other southern crops, grain and northern crops, live stock, dairying, horticulture, agricultural engineering, farm management, agricultural economies and country life," he said.

"Lectures and demonstrations will be conducted by the visitation method; that is, by utilizing all the opportunities overseas for giving the men an insight into the best French farming methods, horse breeding, intensive gardening and the like. It is expected that the doors of the great French universities will be thrown open to the men of advanced classes.

"We expect to be confronted with the problem of many men who have never done any agricultural work, but who feel that when they are demobilized they would like to make their living from the soil. We intend to cooperate in any constructive plan that may be offered for settling large numbers of the fighting men on the land when they return to America."

Request for Back Copies of the Bulletin

The insistent demand for back copies of our Association's bulletins prompts this appeal to all our members to return to the Executive Secretary any extra copies that they may have and with which they are willing to part. If there are any copies of our BULLETIN that are not needed it will aid the Executive Secretary in filling some of the requests that are received. These requests come from our members and from universities and libraries to complete volumes, or because some special article appeared in the issue of the BULLETIN which they request, the contents of such article being of a special value to them.

Requests for House Organs

The editor of the BULLETIN desires to be impartial in the selection of the articles which are to appear in various issues. This is impossible, however, unless our members send us accounts of personnel relation developments in their companies or places the BULLETIN on the mailing list of their house organ from which source much valuable information is derived. Will not all of our members upon reading this request kindly ascertain if the BULLETIN is on the mailing list to receive the house organ of your company—if your company publishes a house organ? If your company has no publication, will you kindly keep the editor advised that the advances which your company may make

in training, employing, etc., may be duly set forth in the BULLETIN? Such cooperation results to the mutual benefit of all our members.

Activities of the New York Local Chapter

The February meeting of the New York Local Chapter, held on February 24th, was the largest in point of attendance the Chapter has ever held, over sixty being present. Arrangements have been made for a definite program of activities for each of the Sections of the Chapter. Members of the Sections will be asked to prepare papers on special features of the work. Definite meeting dates will be arranged and there will be general discussion. For the present the activities of the Chapter are being conducted under the following divisions: Health Education, Women in Industry, Office Work Training, and Cooperation between Industrial Organizations and Educational Institutions.

NEWSY NOTES

The Commonwealth Edison Company of Chicago has a plan by which its employes may receive their magazine subscriptions at club or reduced rates. This plan not only saves the employes money, but is a material factor in the education and training of the employes.

Since the establishment of the Employees' Benefit Association of the International Harvester Company in 1908, benefits of approximately \$3,000,000 have been dispersed, covering 17,810 deaths and 45,494 disability claims.

The Eastern Manufacturing Company, paper makers with plants at South Brewer and Bangor, Maine, has found it helpful in aiding their employes to have a representative of one of the banks present at the plant on pay day. This bank representative cashes pay checks for the employes and also assists them to open checking or savings accounts in the bank. It has been found that this service is much appreciated by the employe, and is a decided aid in increasing thrift.

Gradually the members of our Association who have been serving the Government during the war period are returning to their positions in industry. Our past president, Mr. J. W. Dietz, of the Western Electric Company, was a member of the Educational Committee of the War Department of which Committee

Mr. C. R. Dooley, of the Westinghouse Electric and Manufacturing Company was Educational Director. This Committee had charge of the training of over 100,000 men to fill various positions in the army. Mr. P. J. Reilly, of the Dennison Manufacturing Company was one of the chief assistants of Walter Dill Scott in the Army Personnel Division. Mr. Reilly is now back with the Dennison Company. Many other of our members who rendered valuable service are now contributing their best efforts to reconstruction problems. Every indication at this time is that the seventh annual convention of our Association, to be held in Chicago the first week in June, will far eclipse any of our previous gatherings.

W. R. Grace and Company Extend their Educational Activities

Mr. Paul Holter, Educational Director for W. R. Grace and Company, has inaugurated a new series of talks and conferences under the caption "Shipping Document Course and Conferences," and the course covers the various documents which enter into an export order. Buyers and assistant buyers are especially interested in this new training program, but the course is open to other employes of the company. Following the lecture there is a discussion, during which, any employes having questions which they desire discussed, are given opportunity to be heard. The talks are given by the heads and sub-heads of the various departments of the company.

Continuity of Service with the Commonwealth Edison Company

Nine hundred and seventy-nine employes of the Commonwealth Edison Company of Chicago have been in the service of the Company for five years or more. Four hundred and forty-nine have completed ten or more years of service; two hundred and ten, fifteen years; one hundred and one, twenty years; sixty-four, twenty-five years, and nineteen have been with the Company in excess of thirty years.

Burroughs Adding Machine Company Adopts New Plan for Handling Group Insurance

Under the new Burroughs plan the factory employment department takes over the handling of insurance for factory employes who are paid on an hourly wage basis. This work here-

tofore was performed in the paymaster's office. After a person has been a member of the organization continuously for one year, he or she is automatically insured for twenty weeks' salary. This increases at the rate of two weeks' salary for each succeeding year the person remains with us until the maximum of forty weeks' salary is reached, which means being a member of the organization ten years. This protection costs the employee nothing, and there is no physical examination. When a person leaves the organization, however, the certificate of insurance is canceled.

Burroughs Relief Association and the group insurance plan have no connection. The former renders aid to its members who may become ill. Like any relief association, there is a nominal initiation fee and members pay dues. Nearly 1,000 Burroughs people are enrolled in it.

Applying the Psychological Test

Professor Earl Barnes, who claims to have a knowledge of Psychological Tests and the results obtained through the application of such tests, gravely informs the people of Philadelphia that their composite intellect is approximately that of a ten-year-old child. Gee! We wonder what kind of a rating Jersey City would get.

DIRECTORY OF LOCAL CHAPTERS

Chicago Chapter

FRED R. JENKINS, Chairman.
Commonwealth Edison Co., 72
West Adams St.
J. J. GARVEY, Secretary-Treasurer.
Western Electric Co., Hawthorne Station.

Pittsburgh Chapter

C. S. COLER, Chairman.
Westinghouse Electric & Manufacturing Co., East Pittsburgh, Pa.
P. E. WAKEFIELD, Secretary-Treasurer.
Carnegie Steel Co., Duquesne, Pa.

Philadelphia Chapter

MONT H. WRIGHT, Chairman.
John B. Stetson Co., 5th and Montgomery Avenues.
WILLIAM C. ASH, Secretary-Treasurer.
Philadelphia Trades School, 17th and Pine Streets.

New York Chapter

A. S. DONALDSON, Chairman.
R. H. Macy & Co., Broadway and 34th Street.
JOHN F. KELLY, Secretary-Treasurer.
New York Edison Co., 130 East 15th Street.

ORGANIZATION OF SUB-COMMITTEES

Organization and Administration

DR. LEE GALLOWAY, Chairman.
New York University, New York, N. Y.

Duties:

To determine the best methods of organization of educational

work as a function of management in typical instances.

Continuation Schools

DR. PAUL KREUZPOINTNER, Chairman.
1400 Third Avenue, Altoona, Pa.

Duties:

To study the application of the Smith-Hughes Vocational Educational Law and other continuation school developments and report the progress of each.

Methods of Instruction

MR. J. K. BRUGLER, JR., Chairman.
Western Union Telegraph Company, New York, N. Y.

Duties:

To suggest courses of reading and study in the technique of methods of instruction with suggestions showing their special application to different types of corporation schools.

Public Education

MR. C. E. SHAW, Chairman.
Dennison Manufacturing Company, Framingham, Mass.

Duties:

To determine how fully the Public School System of the United States is meeting the educational and training requirements of modern business and industry and study ways and means for a closer co-ordination where such can be applied without interference with the broader purposes of public education.

Health Education

MR. F. S. CRUM.
The Prudential Insurance Co. of America, Newark, N. J.

Duties:

To codify the principal sources of sickness, death and injury in the industries of the United States and to suggest remedies.

Personnel Relations in Industry

MR. C. R. HOOK, Chairman.
American Rolling Mill Company, Middletown, Ohio.

Duties:

To determine how best to classify "personnel relations" in industrial institutions and to suggest the form of organization best adapted for the handling of this problem.

Section I—Employment

MR. BURR A. ROBINSON, General Chairman.

United States Rubber Company, P. O. Box 143, New Haven, Conn.

Duties:

To continue the study of Labor Turnover from the development as given in the Confidential Report No. 1 with special at-

tention to such methods for accounting by which the cost of labor turnover may be determined.

Section II—Psychological Tests and Results Secured from Such Tests

DR. HENRY C. LINK, Chairman.
Winchester Repeating Arms Company, New Haven, Conn.

Section III—Job Analysis

MR. HARRY A. HOPF, Chairman.
55 Liberty Street, New York, N. Y.

Section IV—To Study and Determine the Proper Relationship that should be Maintained Between the Employment Division and the other Departments of an Industrial Institution

MR. JOHN C. BOWER, Chairman.
Westinghouse Electric & Manufacturing Company, East Pittsburgh, Pa.

Duties:

Indicated by the title of each of the last three sections.

Marketing

MR. JOHN McLEOD, Chairman.
Carnegie Steel Company, Pittsburgh, Pa.

Duties:

To determine what are the vital factors in Marketing and what are the elements of Efficiency that are lacking in present day methods.

Office Work Training

MISS. HARRIET BAKER, Chairman.
130 East 15th Street, New York, N. Y.

Duties:

To determine under what conditions is organized training for office boys, clerks, and stenographers advisable.

Technical Training

MR. A. B. BENEDICT, Chairman.
Goodman Manufacturing Company, Chicago, Ill.

Duties:

To continue the study of how employers of technical graduates can best co-operate with technical schools.

Executive Training

DR. E. B. GOWIN, Chairman.
New York University, New York, N. Y.

Duties:

To continue the study of how employes may be trained for executives.

Trade Apprenticeship

Mr. E. E. SHELDON, General
Chairman.
R. R. Donnelley & Sons Com-
pany, Chicago, Ill.

Section I—Railroads

Duties:

To continue the study of the de-
velopment of desirable appren-
tices in Railroad operation.

Section II—Manufacturing

Mr. R. F. CAREY, Chairman.
Westinghouse Electric & Man-
ufacturing Company, Lester,
Pa.

Duties:

To ascertain under what condi-
tions and to what extent is appren-
tice instruction desirable
in a manufacturing plant.

Section III—Steel and Iron

Mr. C. E. STRAIT, Chairman.
American Rolling Mill Com-
pany, Middletown, Ohio.

Duties:

To ascertain in what divisions of
a steel mill it is desirable to de-
velop apprentices and methods
to be employed in training ap-
prentices.

Skilled and Semi-Skilled Labor

Mr. H. T. WALLER, Chairman.
The B. F. Goodrich Company,
Akron, Ohio.

Duties:

To recommend standard educa-
tional programs for developing
skilled and semi-skilled work-
ers.

Unskilled Labor and American- ization

Mr. J. E. BANKS, Chairman.
American Bridge Company,
Ambridge, Pa.

Duties:

To determine the best methods
for Americanization of foreign
born and to continue the study
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